1049

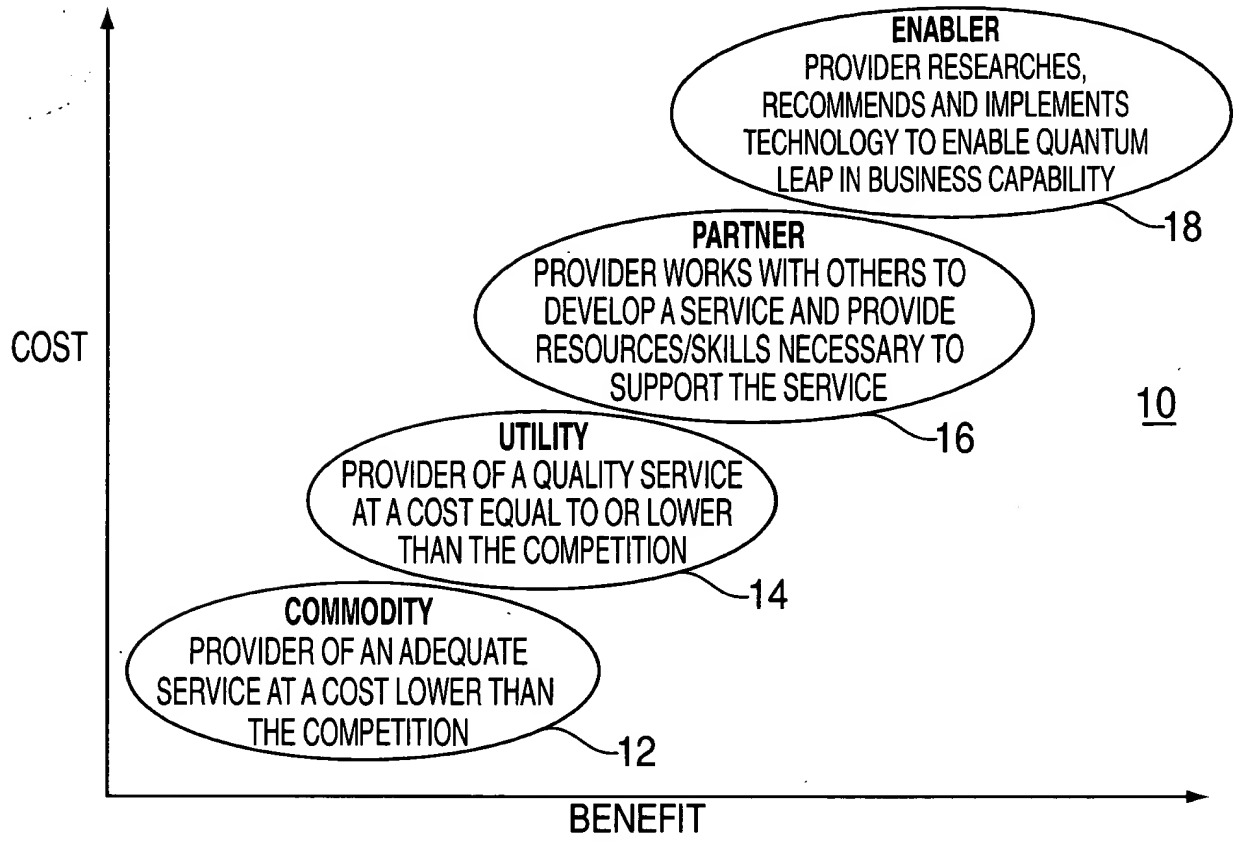



FIG. 1

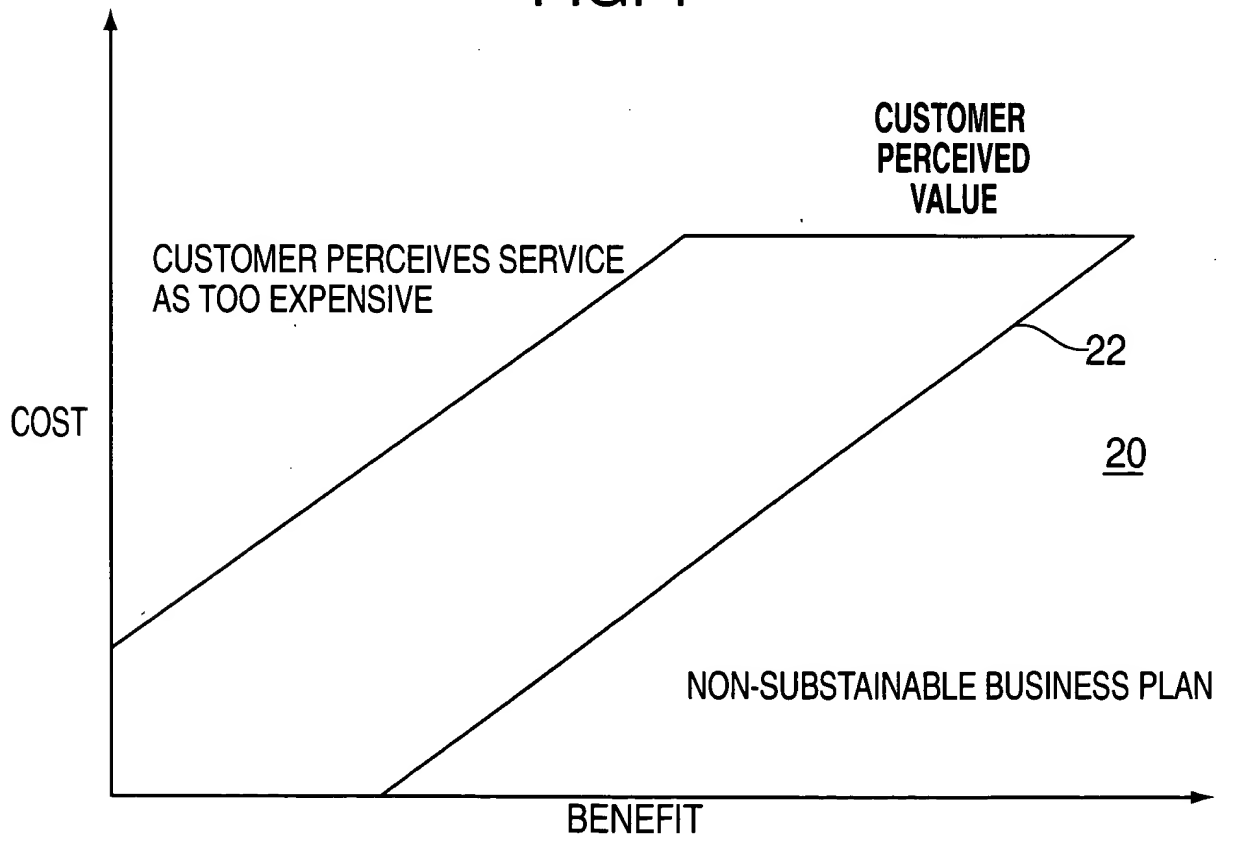



FIG. 2

30

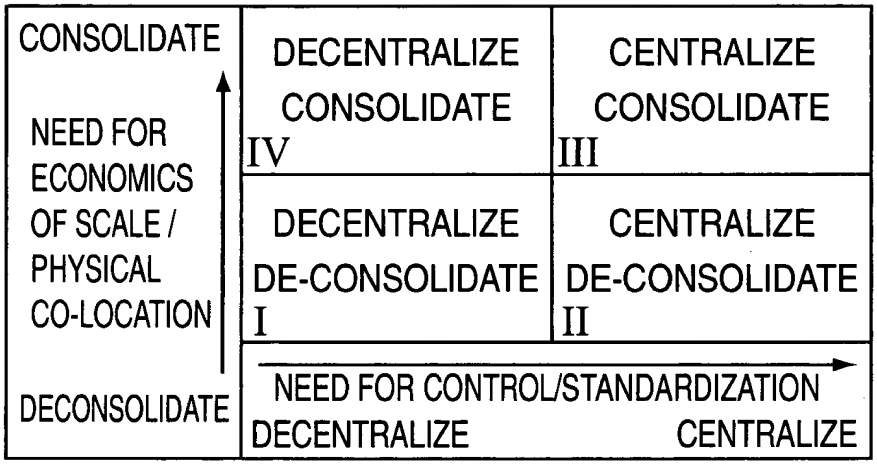

CONSOLIDATE
NEED FOR ECONOMICS OF SCALE / PHYSICAL CO-LOCATION
DECONSOLIDATE
DECENTRALIZE CONSOLIDATE
IV
CENTRALIZE CONSOLIDATE
III
DECENTRALIZE DE-CONSOLIDATE
I
CENTRALIZE DE-CONSOLIDATE
II
NEED FOR CONTROL/STANDARDIZATION
DECENTRALIZE
CENTRALIZE

FIG. 3

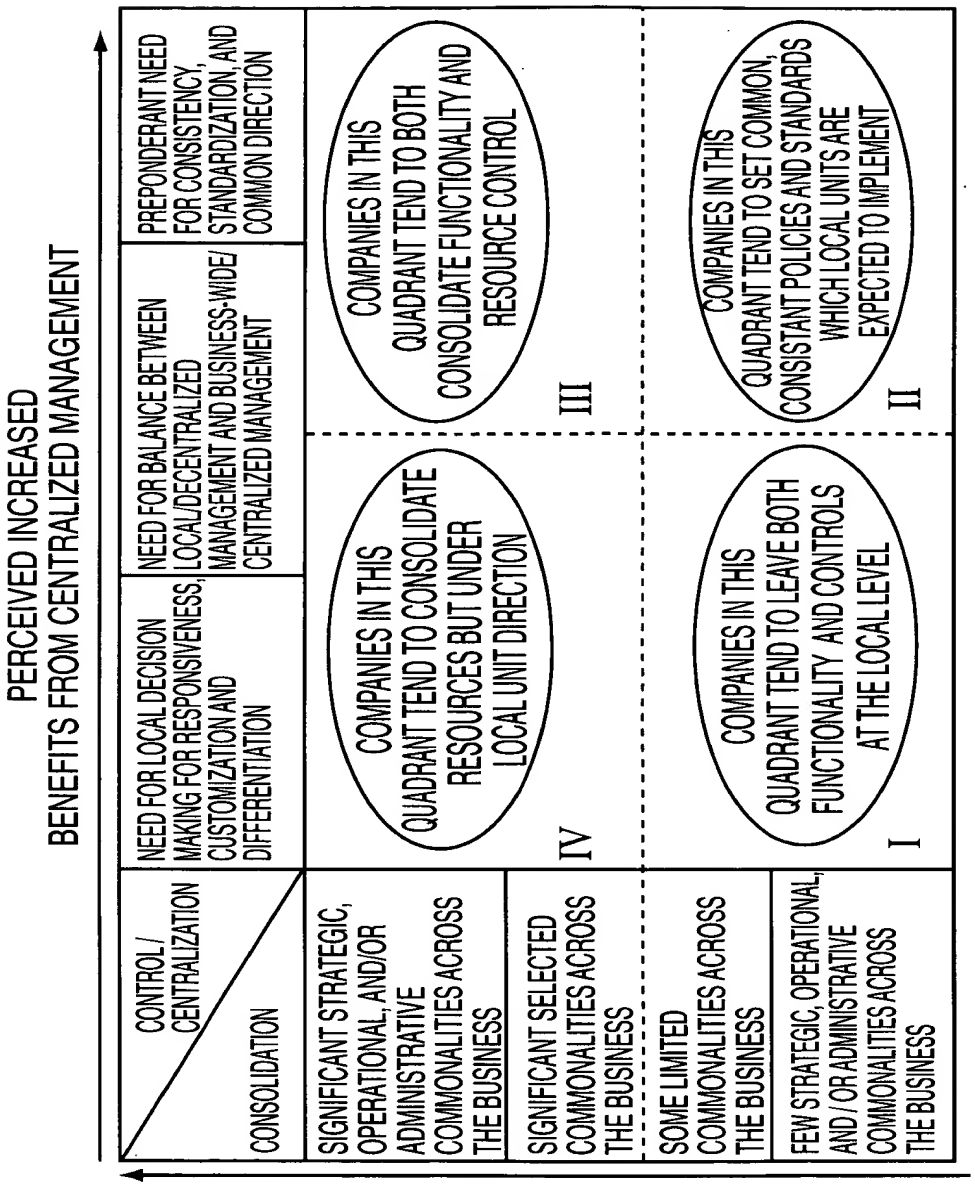

40
INCREASING BENEFITS FROM ACHEIVING ECONOMIES OF SCALE AND CRITICAL MASS
PERCEIVED INCREASED BENEFITS FROM CENTRALIZED MANAGEMENT
CONTROL / CENTRALIZATION
CONSOLIDATION
NEED FOR LOCAL DECISION MAKING FOR RESPONSIVENESS, CUSTOMIZATION AND DIFFERENTIATION
NEED FOR BALANCE BETWEEN LOCAL/DECENTRALIZED MANAGEMENT AND BUSINESS-WIDE/ CENTRALIZED MANAGEMENT
PREPONDERANT NEED FOR CONSISTENCY, STANDARDIZATION, AND COMMON DIRECTION
SIGNIFICANT STRATEGIC, OPERATIONAL, AND/OR ADMINISTRATIVE COMMONALITIES ACROSS THE BUSINESS
SIGNIFICANT SELECTED COMMONALITIES ACROSS THE BUSINESS
SOME LIMITED COMMONALITIES ACROSS THE BUSINESS
FEW STRATEGIC, OPERATIONAL, AND / OR ADMINISTRATIVE COMMONALITIES ACROSS THE BUSINESS
COMPANIES IN THIS QUADRANT TEND TO CONSOLIDATE RESOURCES BUT UNDER LOCAL UNIT DIRECTION
IV
COMPANIES IN THIS QUADRANT TEND TO BOTH CONSOLIDATE FUNCTIONALITY AND RESOURCE CONTROL
III
COMPANIES IN THIS QUADRANT TEND TO LEAVE BOTH FUNCTIONALITY AND CONTROLS AT THE LOCAL LEVEL
I
COMPANIES IN THIS QUADRANT TEND TO SET COMMON, CONSISTANT POLICIES AND STANDARDS WHICH LOCAL UNITS ARE EXPECTED TO IMPLEMENT
II

FIG. 4

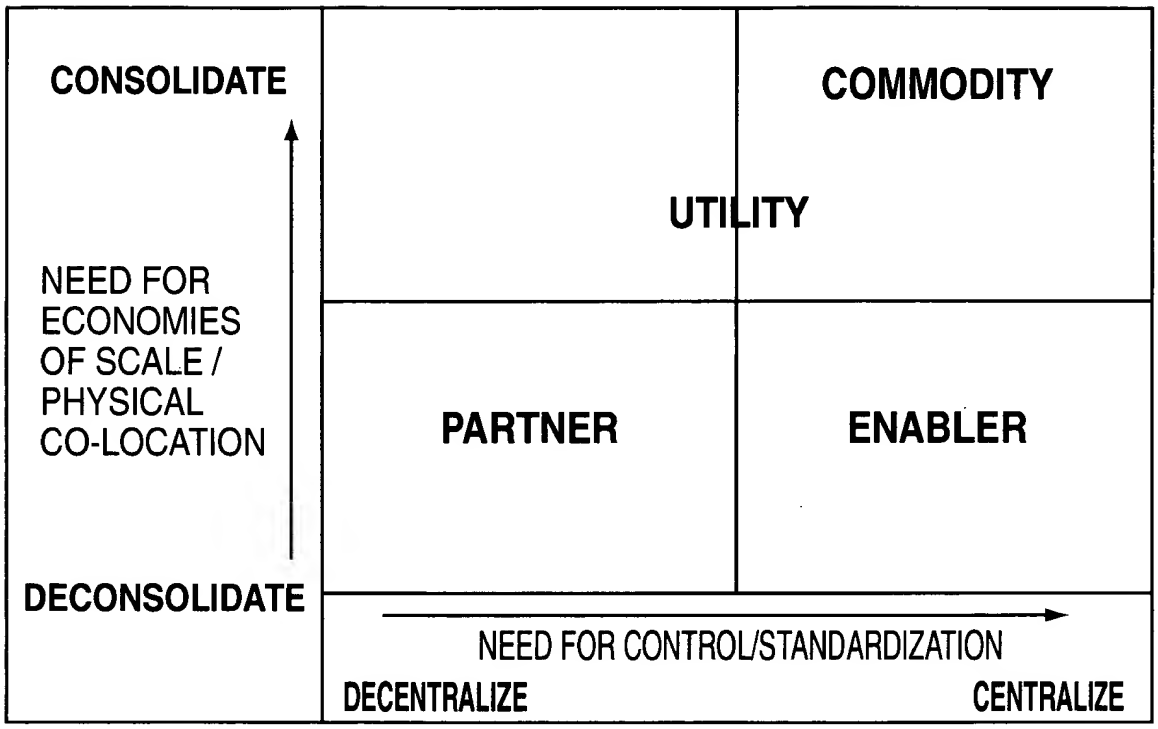

CONSOLIDATE
NEED FOR ECONOMIES OF SCALE / PHYSICAL CO-LOCATION
DECONSOLIDATE
COMMODITY
UTILITY
PARTNER
ENABLER
NEED FOR CONTROL/STANDARDIZATION
DECENTRALIZE
CENTRALIZE
50

FIG. 5

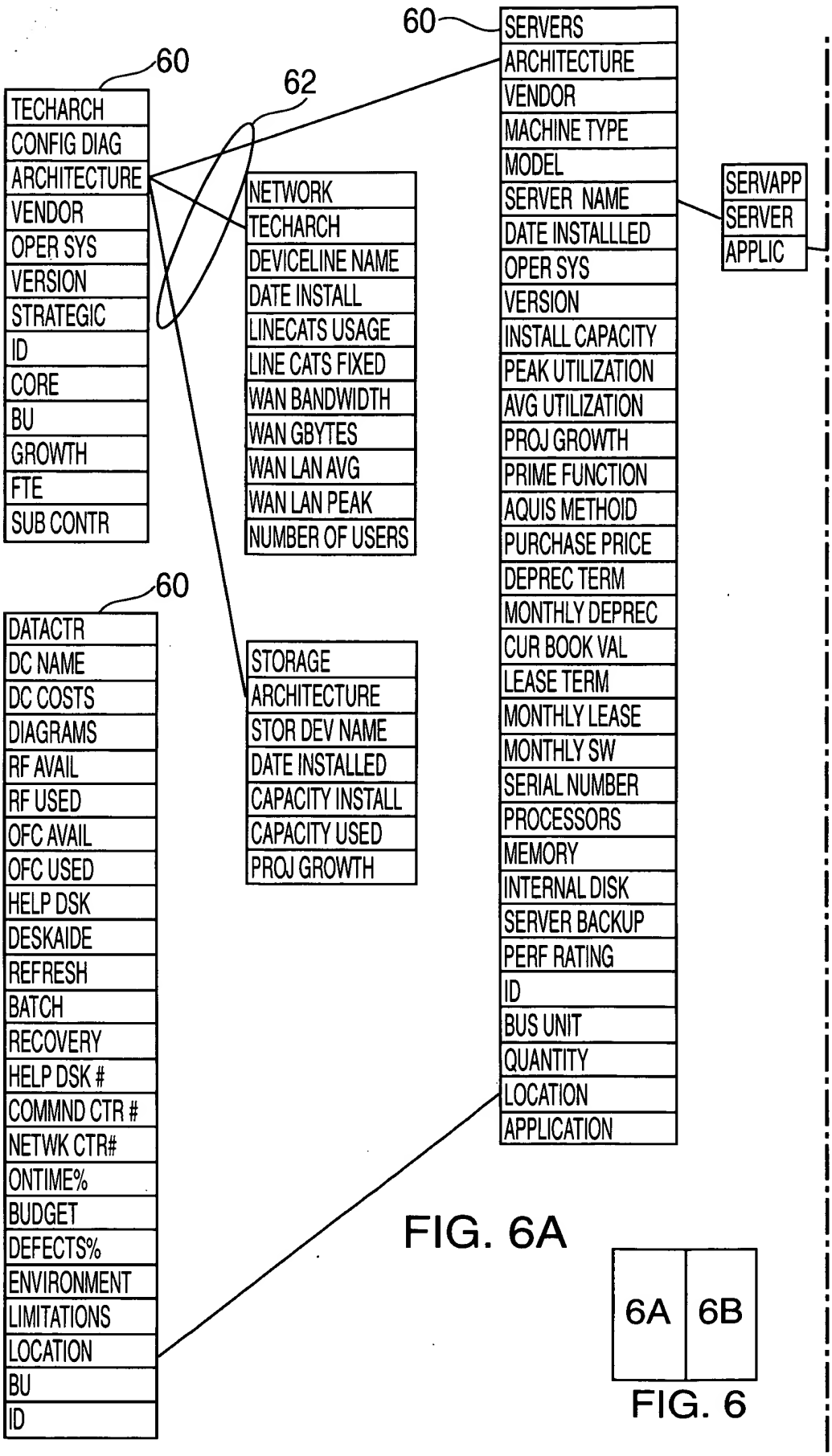

60
SERVERS
ARCHITECTURE
VENDOR
MACHINE TYPE
MODEL
SERVER NAME
DATE INSTALLLED
OPER SYS
VERSION
INSTALL CAPACITY
PEAK UTILIZATION
AVG UTILIZATION
PROJ GROWTH
PRIME FUNCTION
AQUIS METHOID
PURCHASE PRICE
DEPREC TERM
MONTHLY DEPREC
CUR BOOK VAL
LEASE TERM
MONTHLY LEASE
MONTHLY SW
SERIAL NUMBER
PROCESSORS
MEMORY
INTERNAL DISK
SERVER BACKUP
PERF RATING
ID
BUS UNIT
QUANTITY
LOCATION
APPLICATION
SERVAPP
SERVER
APPLIC
60
TECHARCH
CONFIG DIAG
ARCHITECTURE
VENDOR
OPER SYS
VERSION
STRATEGIC
ID
CORE
BU
GROWTH
FTE
SUB CONTR
62
NETWORK
TECHARCH
DEVICELINE NAME
DATE INSTALL
LINECATS USAGE
LINE CATS FIXED
WAN BANDWIDTH
WAN GBYTES
WAN LAN AVG
WAN LAN PEAK
NUMBER OF USERS
60
DATACTR
DC NAME
DC COSTS
DIAGRAMS
RF AVAIL
RF USED
OFC AVAIL
OFC USED
HELP DSK
DESKAIDE
REFRESH
BATCH
RECOVERY
HELP DSK #
COMMND CTR #
NETWK CTR#
ONTIME%
BUDGET
DEFECTS%
ENVIRONMENT
LIMITATIONS
LOCATION
BU
ID
STORAGE
ARCHITECTURE
STOR DEV NAME
DATE INSTALLED
CAPACITY INSTALL
CAPACITY USED
PROJ GROWTH

FIG. 6A


6A
6B

FIG. 6

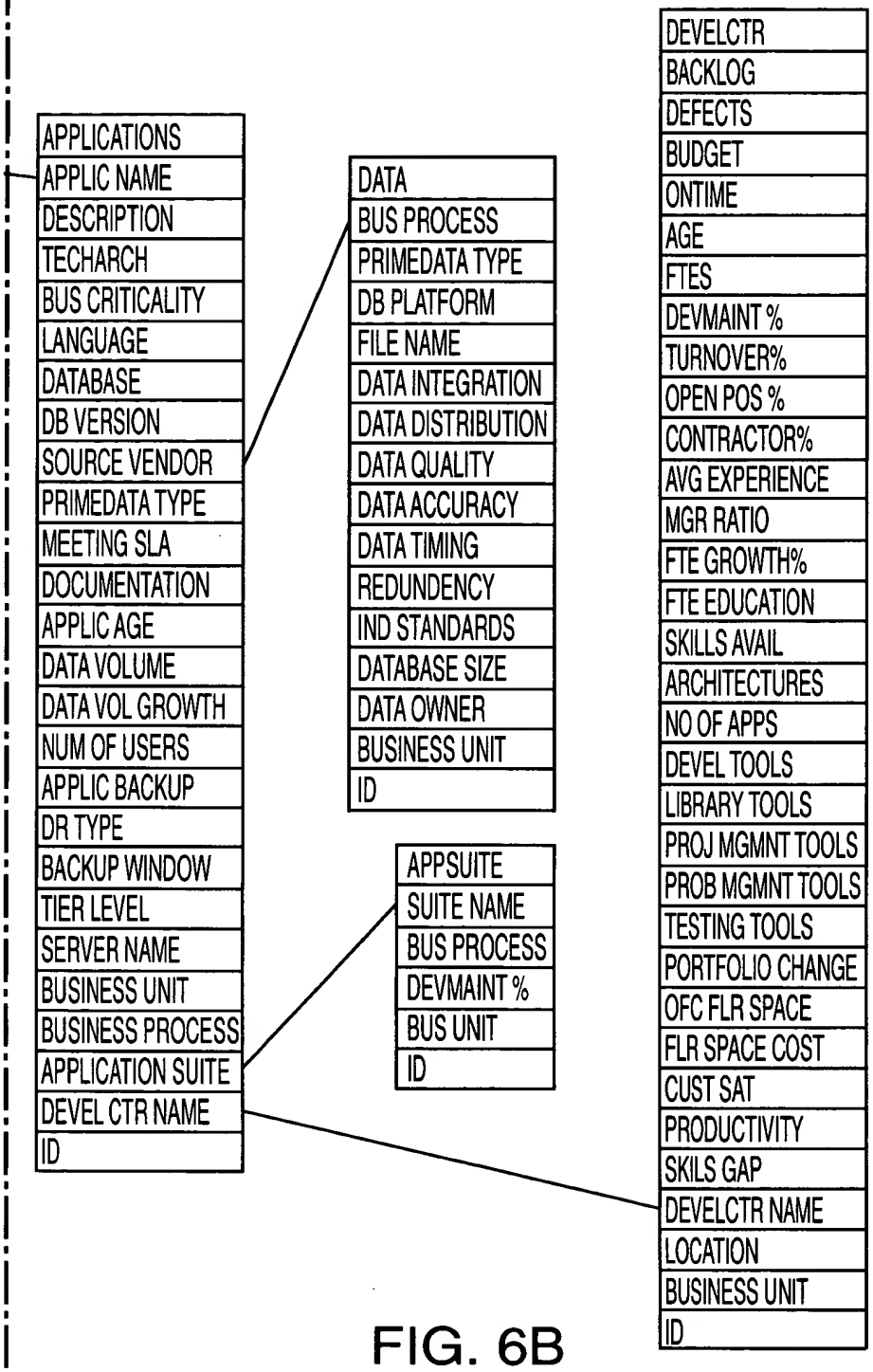
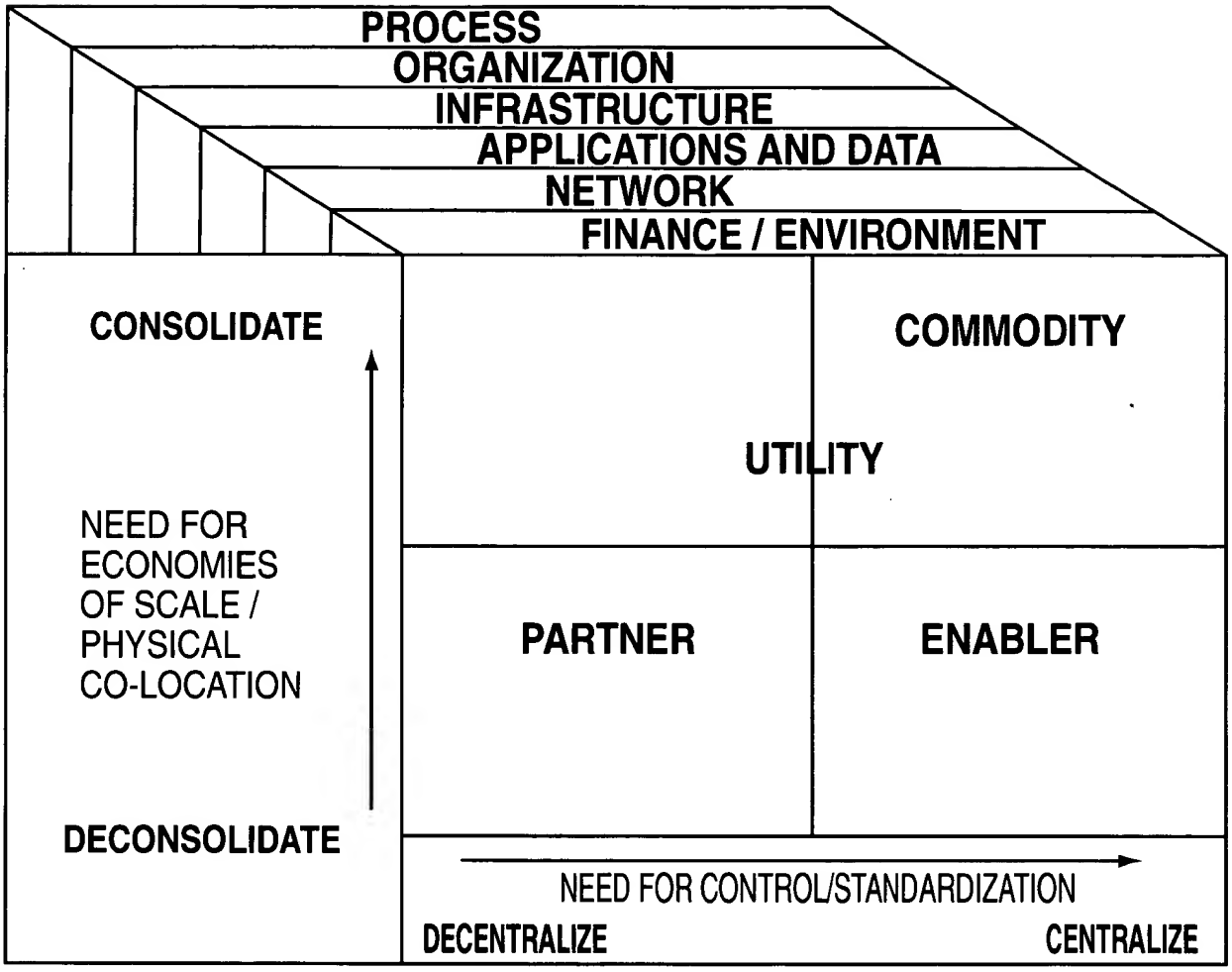

APPLICATIONS
APPLIC NAME
DESCRIPTION
TECHARCH
BUS CRITICALITY
LANGUAGE
DATABASE
DB VERSION
SOURCE VENDOR
PRIMEDATA TYPE
MEETING SLA
DOCUMENTATION
APPLIC AGE
DATA VOLUME
DATA VOL GROWTH
NUM OF USERS
APPLIC BACKUP
DR TYPE
BACKUP WINDOW
TIER LEVEL
SERVER NAME
BUSINESS UNIT
BUSINESS PROCESS
APPLICATION SUITE
DEVEL CTR NAME
ID
DATA
BUS PROCESS
PRIMEDATA TYPE
DB PLATFORM
FILE NAME
DATA INTEGRATION
DATA DISTRIBUTION
DATA QUALITY
DATA ACCURACY
DATA TIMING
REDUNDENCY
IND STANDARDS
DATABASE SIZE
DATA OWNER
BUSINESS UNIT
ID
APPSUITE
SUITE NAME
BUS PROCESS
DEVMAINT %
BUS UNIT
ID
DEVELCTR
BACKLOG
DEFECTS
BUDGET
ONTIME
AGE
FTES
DEVMAINT %
TURNOVER%
OPEN POS %
CONTRACTOR%
AVG EXPERIENCE
MGR RATIO
FTE GROWTH%
FTE EDUCATION
SKILLS AVAIL
ARCHITECTURES
NO OF APPS
DEVEL TOOLS
LIBRARY TOOLS
PROJ MGMNT TOOLS
PROB MGMNT TOOLS
TESTING TOOLS
PORTFOLIO CHANGE
OFC FLR SPACE
FLR SPACE COST
CUST SAT
PRODUCTIVITY
SKILS GAP
DEVELCTR NAME
LOCATION
BUSINESS UNIT
ID

FIG. 6B


PROCESS
ORGANIZATION
INFRASTRUCTURE
APPLICATIONS AND DATA
NETWORK
FINANCE / ENVIRONMENT
CONSOLIDATE
NEED FOR ECONOMIES OF SCALE / PHYSICAL CO-LOCATION
DECONSOLIDATE
COMMODITY
UTILITY
PARTNER
ENABLER
NEED FOR CONTROL/STANDARDIZATION
DECENTRALIZE
CENTRALIZE

70

FIG. 7

| DOMAIN | CONSOLIDATE | DECONSOLIDATE | CENTRALIZE | DECENTRALIZE |
|---|---|---|---|---|
| PROCESS | PROCESSES EXECUTED AT ONLY ONE LOCATION | PROCESSES EXECUTED AT MULTIPLE LOCATIONS | ACTIVITIES / POLICIES DEFINED ONCE | MULTIPLE ITERATIONS OF THE SAME PROCESS |
| INFRASTRUCTURE | TECHNOLOGY PHYSICALLY CO-LOCATED | TECHNOLOGY AT MULTIPLE LOCATIONS, CLOSE TO USERS | MAXIMUM UTILIZATION / MULTIPLE FUNCTIONS ON SINGLE BOX / ARCHITECTURE | SEGREGATION BY BUSINESS UNIT / FUNCTION, MULTIPLE ARCHITECTURES |
| APPLICATIONS/DATA | APPLICATIONS WRITTEN / MAINTAINED FROM SINGLE LOCATION | APPLICATIONS WRITTEN / MAINTAINED BY BUSINESS UNIT | SINGLE, APPLICATION TO PERFORM FUNCTION | MULTIPLE APPLICATIONS TO PERFORM THE SAME FUNCTION |
| ORGANIZATION | RESOURCES CO-LOCATED IN SINGLE LOCATION | RESOURCES DISTRIBUTED BY BUSINESS UNIT / GEOGRAPHY | SINGLE, CENTRAL AUTHORITY | AUTHORITIES DELEGATED TO BUSINESS UNIT |
| NETWORK | CONSOLIDATED NETWORKS, MULTI-USE, LITTLE DISTINCTION OR PRIORITIZATION OF TRAFFIC | MULTIPLE POINT TO POINT NETWORKS WITH NO CENTRAL ROUTING. PRIORITY GIVEN TO KEY BUSINESS TRAFFIC | MINIMAL NUMBER OF PROTOCOLS / DIVERSITY WITHIN THE ARCHITECTURE | MULTIPLE PROTOCOLS/NETWORKS TO PROVIDE MAXIMUM FLEXIBILITY |
| ENVIRONMENT | ALL EQUIPMENT PHYSICALLY HOUSED WITHIN SINGLE GEOGRAPHY | LOCATIONS PHYSICALLY DISPERSED | ALL ENVIRONMENT DECISION COORDINATED CENTRALLY | ENVIRONMENTAL DECISION MAKING PROCESS DELEGATED BY GEOGRAPHY |

FIG. 8

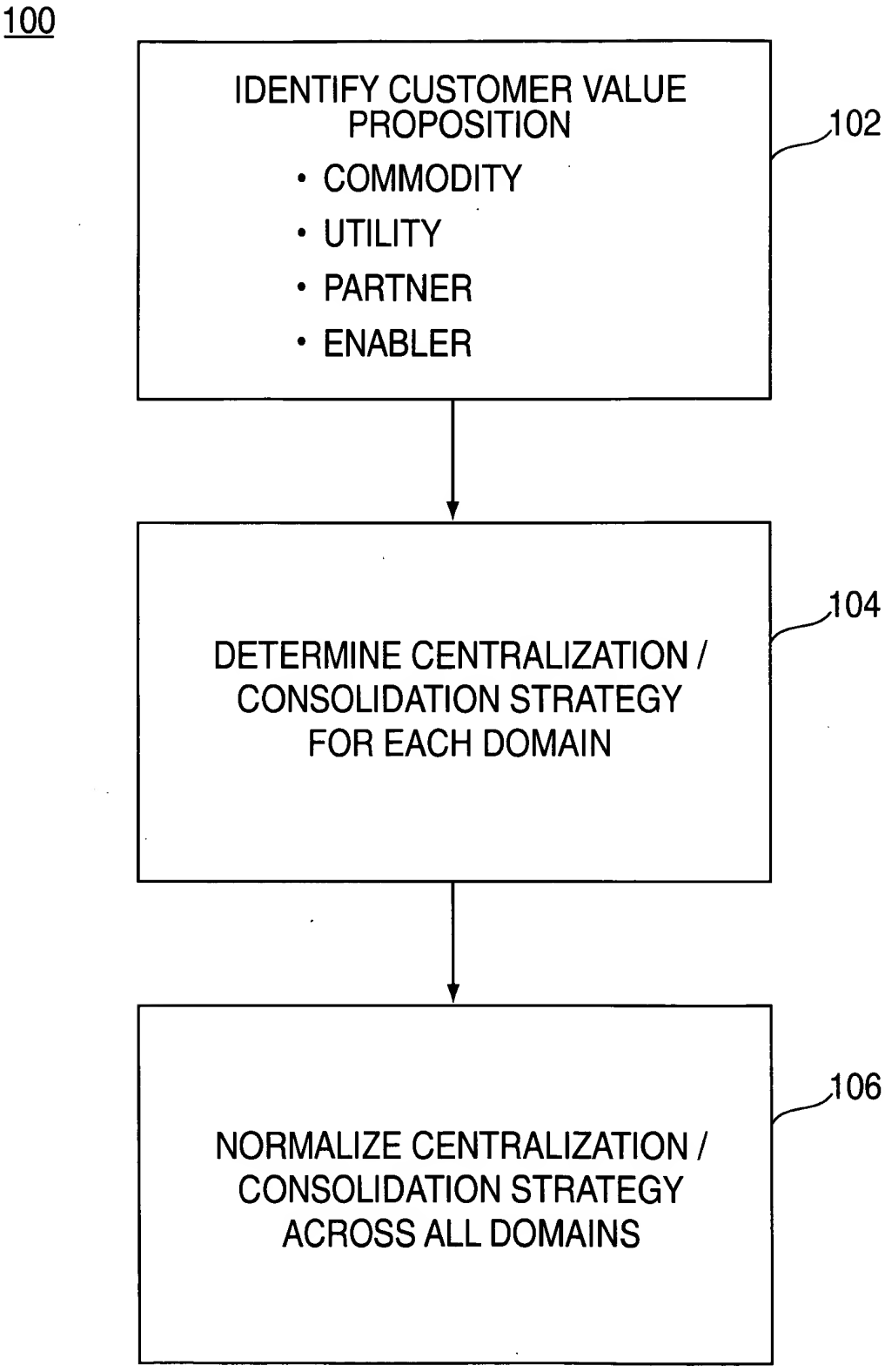

100
IDENTIFY CUSTOMER VALUE PROPOSITION
• COMMODITY
• UTILITY
• PARTNER
• ENABLER
102
DETERMINE CENTRALIZATION / CONSOLIDATION STRATEGY FOR EACH DOMAIN
104
NORMALIZE CENTRALIZATION / CONSOLIDATION STRATEGY ACROSS ALL DOMAINS
106

FIG. 9